

February 28, 2012

Los Angeles County Board of Supervisors

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TO:

Each Supervisor

FROM;

Mitchell H. Katz, M.D.

Director

SUBJECT:

STATUS REPORT ON KEY INDICATORS OF PROGRESS, HOSPITAL OPERATIONS, AND OTHER ISSUES RELATED TO THE TRANSITION TO THE NEW LAC+USC MEDICAL CENTER – PROGRESS REPORT #74 (Agenda Item #S-2,

February 28, 2012)

Mitchell H. Katz, M.D.

Hal F. Yee, Jr., M.D., Ph.D. Chief Medical Officer

Christina R. Ghaly, M.D. Strategic Planning Deputy Director This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is the full monthly operational report with trends to include the month of January 2012.

Census Trending (ADC includes Psychiatric & Newborn Patients)

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The Average Daily Census (ADC) for the month of January was 582 out of 676 licensed beds, an estimated 84% utilization rate (86% occupancy). The census for Medical/Surgical units was 306 an estimated 97% utilization rate (99% occupancy) for January 2012.

Emergency Department (ED) Indicators

Attachment #1 demonstrates decreases in key indicators such as ED Wait Time, Median ED Boarding, Length of Stay (ALOS) and Crowding Level.

The Left Without Being Seen (LWBS) indicator increased from 3.8% in December 2011 to 4.4% during this period. The number of patients transferred out this period is 25% more than December 2011.

The Dangerously Overcrowded Level Comparison for this period was 26% compare to 35% in December 2011.

If you have any questions or need additional information please contact me or Pete Delgado, LAC+USC Chief Executive Officer at (323) 409-2800.

PD:bh

Attachments

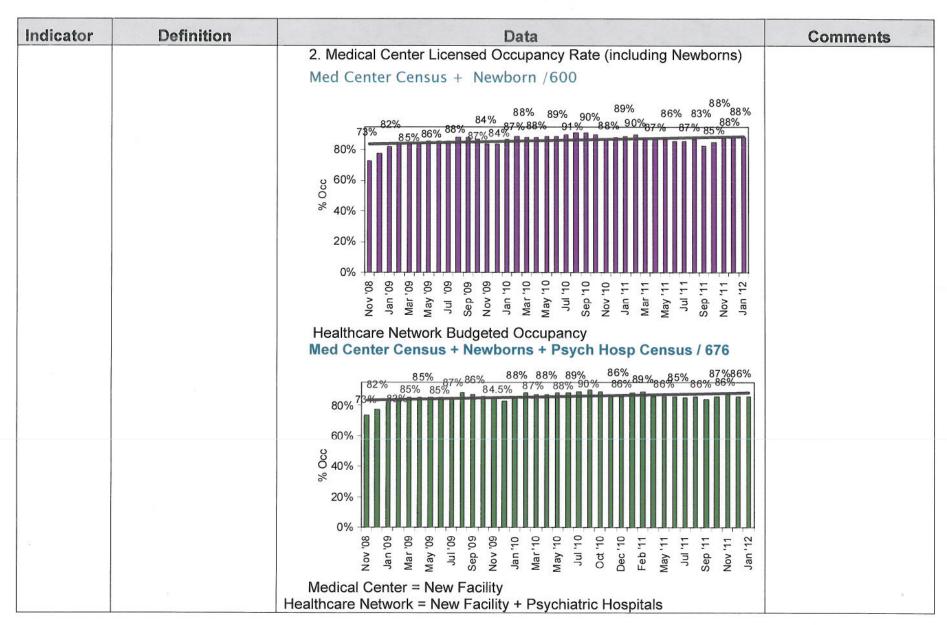
c: Chief Executive Office County Counsel Executive Office, Board of Supervisor

To ensure access to high-quality, patient-centered, cost-effective health care to Los Angeles County residents through direct services at DHS facilities and through collaboration with community and university partners.

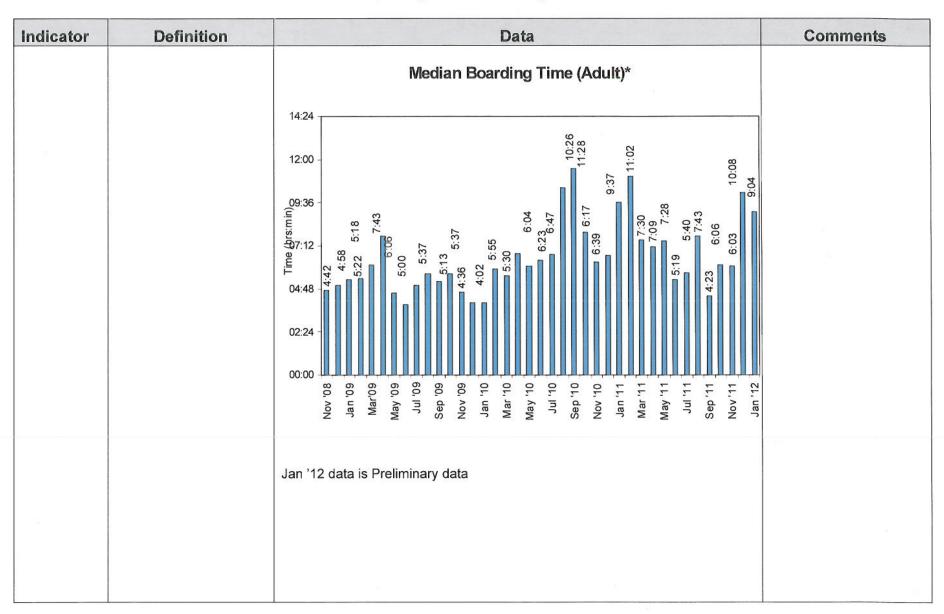
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Indicator	Definition	Data	Comments
Indicator #1	– Trends in Average Da	ily Census and Hospital Operations Metrics	
1a. Average Daily Census (ADC)	ADC: A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean. Calculation: Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month. Source of Data: Affinity	Jan '09 Apr '09 Apr '10 Apr '1	ADC provided as background information.
		Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.	

Indicator	Definition	Data	Comments
Indicator #1	– Trends in Average Dai	y Census and Hospital Operations Metrics	
1b. Occupancy Rate LAC+USC Medical Center	Definition: A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.	1. Medical Center Licensed Occupancy Rate (excluding Newborns) = Med Center Census - Newborns / 600 83%5% 88% 83% 88% 89%90% 89% 85% 86% 86% 86% 86% 86% 86% 86% 86% 86% 86	For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.
	Calculation: The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.	Nov '08 Jan '10 Nov '10 Nov '11 May '12 Nov '11 May '11 May '11 May '11 Nov '11 Sep '11 Sep '11 Sep '11 Sep '11 Nov '11 Sep	
	Source of Data: Affinity Target: 95%		п



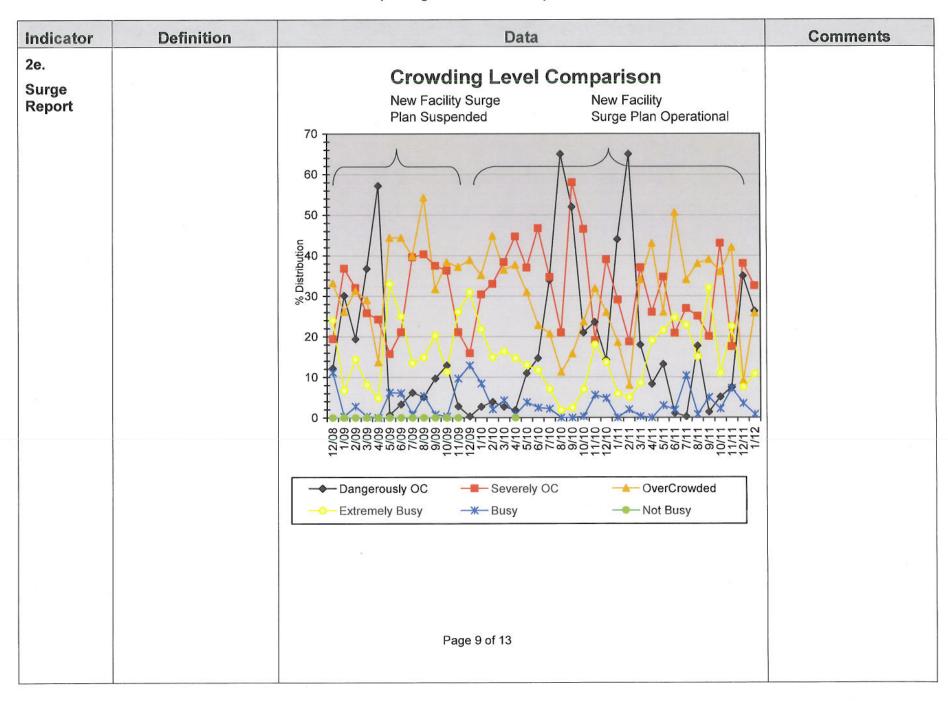
Indicator	Definition	Data	Comments
Indicator #2	- Emergency Departmen	nt Metrics	
Median Emergency Departmen t Boarding Time (EDBT) Boa Time time and to tim actu en re bed time	Boarding Time: Time from MD Admit time (effective date and time of pre-admit) to time the patient actually leaves the ED en route to assigned bed (effective date and time of the ED disposition).	Time (hrmin) Time (hrmin) 14:78 4:48 6:08 6:08 6:08 6:08 6:09 6:09 6:09 6:09 6:09 6:08 6	
*Harris Rodde Indicator	Calculation: The middle value in the set of individual boarding times for the month arranged in increasing order. If there is an even number of values, then the median is the average of the middle two values.	Nov '08 2:18 4:22 4:32 4:30	
	Source of Data: Affinity Target: Less than 7 hours.	Jan '12 data is Preliminary data	



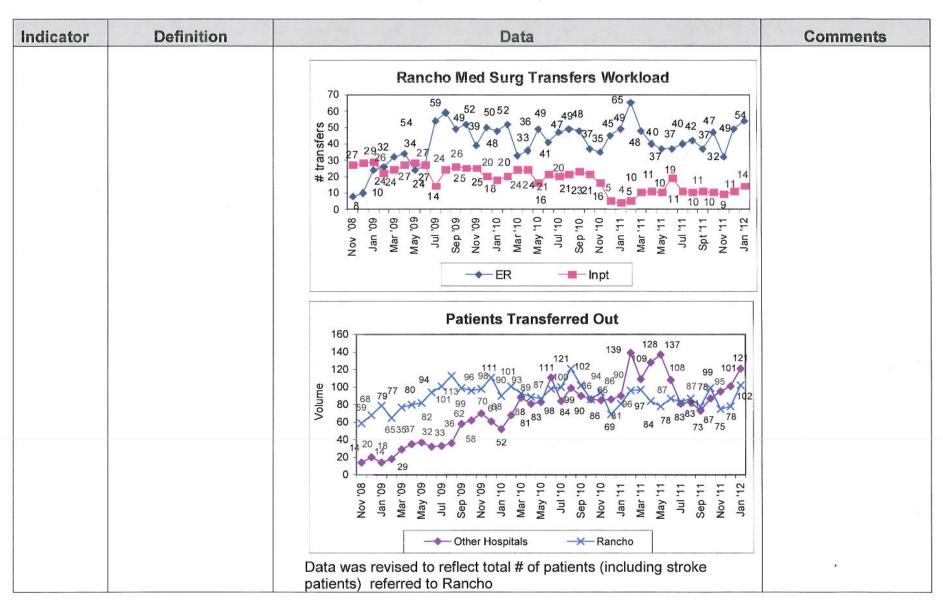
Indicator	Definition	Data	Comments
Indicator #2	- Emergency Departmen	nt Metrics	
2b. ED Wait Time	ED Wait Time: Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean. Definition: Sum of all wait time values during the monthly reporting period divided by the total number of values. Source of Data: Affinity Target: No target value. Lower numbers are	14:24 12:00 14:24 12:00 14:25 13:20 14:25 14:25 14:25 15:25 14:25 15:25 14:25 15:25 15:25 16	
	better.	Adult Wait Time: *Excludes Psych, Pediatric, Observation Unit, and Jail patients Total ED Wait time: *Excludes Psych, Observation Unit, and Jail Jan '12 data is Preliminary data	

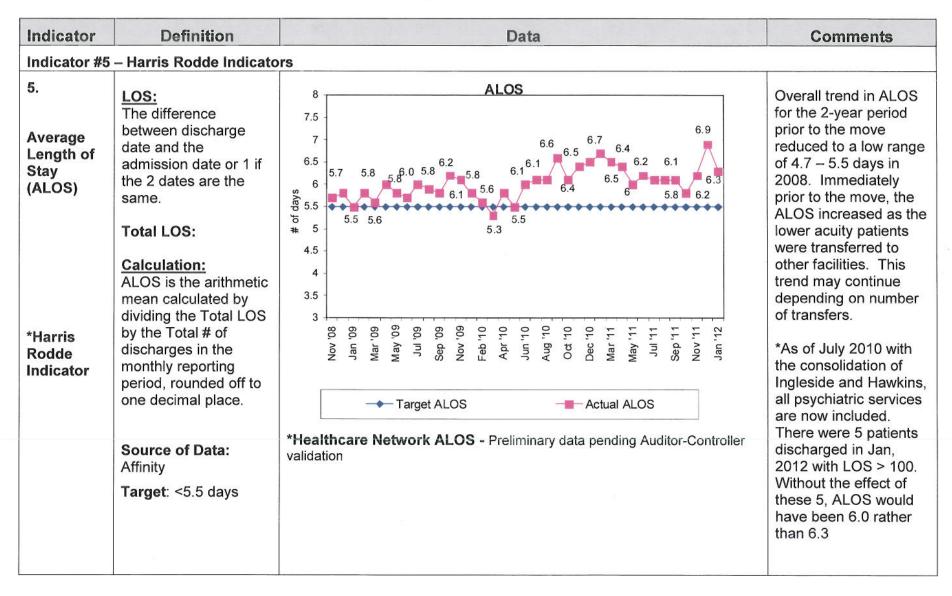
Indicator	Definition	Data	Comments					
Indicator #2 - Emergency Department Metrics								
2c. Left Without Being Seen (LWBS)	LWBS: The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.	2500 2000 - 18% - 16% - 14%						
*Harris Rodde Indicator	Calculation: The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis. Source of Data: Affinity	1500 + 10% -						
	Target: No target value. Lower numbers are better.	Jan ¹12 data is Preliminary data						

Indicator	Definition	Data	Comments
Indicator #2	- Emergency Departmer	t Metrics	
2d. ED Diversion	ED Diversion: A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis. Calculation: The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month. Source of Data: ReddiNet	Diversion of ALS Units due to ED Saturation 81 77 79 76 76 76 76 76 77 78 77 78 78	This is slightly lower than the before move diversion history which generally ranged between 50-60%. Key points: Diversion is for paramedic runs only; Basic Life Support ambulances still arrive. When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while "on diversion".



Indicator	Definition		Comments				
Indicator #3	- Trends for Patient Div	ersions and Transfers & #	4 – Transfe	rs to Rancho Los	s Amigos Metric	s	
3. & 4.	Transfers: The volume of patients transferred to RLAH for acute	Month of Jan '12					
Rancho Los Amigos		Referrals from ER:	Med/Surg	Acute Stroke	Total		
Hospital	hospitalization from the Emergency	# Met transfer criteria	55	NA	-		
(RLAH) Transfers	Department and from	# Referred to RLAH	55	21	76		
	Data Source: Manual record keeping.	# Transfers	54	21	75		
		# Denied	1	NA	-		
		# Cancelled	0*	NA	-	8	
		# Patients refused*	0	NA	- 2	3	
	Cancelled category includes patients whose condition changed leading to higher level of care or discharge home.	Referrals from Inpatients					
			Med/Surg	Acute Stroke	Total		
		# Met transfer criteria	18	NA	-		
		# Referred to RLAH	18	13	31		
		# Transfers	14	13	27		
		# Denied	1	NA			
		# Cancelled	3*	NA			
		# Patients refused*	0	NA	-		
		Other /Pending	1	NA	-		





Indicator	Definition			Data			Comments
Indicator #6 – I	Pediatric Metrics	44				**	
6. Pediatric Bed	Census: The total number	Date	NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)	
	admitted pediatric	Nov-08	56%	54%	50%	33%	
Census and	inpatients at 12:00 AM	Dec-08	52%	60%	60%	40%	
Occupancy	midnight of a	Jan-09	52%	68%	70%	75%	
(%)	designated pediatric	Feb-09	50%	80%	80%	85%	
	ward.	Jun-09	60%	64%	60%	75%	
	walu.	Jul-09	57%	72%	60%	80%	
Pediatric ICU	Occupancy:	Nov-09	35%	64%	70%	70%	
(PICU)	The total number of	Dec-09	40%	64%	70%	65%	
DAY.	admitted pediatric	Mar -10	65%	68%	60%	75%	
Neonatal ICU	inpatients divided by	Apr-10	60%	64%	60%	80%	
(NICU)		May -10	67.5%	68%	80%	80%	
Dadioksia IIsik	the total number of	Jun -10	65%	64%	70%	80%	
Pediatric Unit	licensed beds on that	Jul -10	60%	68%	80%	85%	
Adolescent	unit and reported as	Aug -10	62%	68%	60%	85%	
Unit	percentage.	Sep -10	72.5%	60%	60%	80%	
Offic		Nov-10	67.5%	48%	50%	70%	
		Dec -10	62%	60%	50%	65%	
	Source of Data:	Jan -11	55%	60%	70%	70%	
	Affinity	Feb -11	57%	68%	80%	80%	
	Annity	Mar- 11	57%	60%	70%	75%	
		Apr-11	55%	64%	50%	75%	
		May -11	57%	56%	50%	80%	
		Jun-11	70%	52%	60%	75%	
		Jul -11	58%	44%	50%	70%	
		Aug- 11	58%	44%	40%	75%	
		Sep -11	58%	40%	50%	75%	
		Oct-11	55%	52%	60%	70%	
		Nov-11	62%	60%	70%	75%	
	17	Dec-11	65%	40%	60%	70%	
		Jan -12	60	52%	60%	75%	